



National Park Service Servicewide Training & Employee Development Program

Annual Report
Fiscal Year 2005





Seasonal Trng.Course 6/28 - 6/30/65

National Park Service Servicewide Training & Employee Development Program

Annual Report
Fiscal Year 2005

Servicewide Training & Employee Development Program
1201 Eye Street NW
Room 7530
Washington DC 20005

U.S. Department of the Interior
Washington, DC



From the Chief of Servicewide Training and Employee Development

It is with great pleasure that I present to you the Servicewide Training and Employee Development Program Annual Report for FY 2005. We are reaching far beyond our ranks to accomplish strategic goals in a more efficient and effective manner. A few of our partners are: Indiana University's Eppley Institute for Parks and Public Lands (Curriculum Design and Knowledge Management); Stephen F. Austin University (TX) (Interpretation and Education), Clemson University (NC) (Needs Assessments and Return on Investment Studies), Southeast Kentucky and Technical College (Maintenance and Risk Management) and the National Park Foundation (Albright-Wirth Grant Program). By maintaining these relationships, and continuing to build new ones, we are providing employees with richer, more valuable training experiences.

Our success stories reflect process improvement and a flexible range of services that cut across our business paradigm. Examples are:

- The redesign of our learning management system, My Learning Manager (MLM) for greater performance, speed and increased security.
- Crosswalking NPS career Fields against OPM MOSAIC competencies and posting them in MLM when appropriate.
- Identifying the competencies addressed by a course or another learning opportunity and the level at which the competencies are addressed (entry level, intermediate level, full performance level).
- A gap Analysis of Competencies among Senior Natural Resources Program Managers.
- Graduating 72 employees from the Emerging Leader Consortium and implementing the new Mid-Level Management Development Program.

- Revision of online NPS Fundamentals courses and granting Continuing Education Units for all NPS Fundamentals courses through our partnership with Indiana University.

- Eighty-one new TEL stations and rehearsal space at the Stephen T. Mather Training Center for TEL broadcasts.

- Three Return on Investment Studies are in progress. The first business plan for the Training & Employee Development Program is complete (Mather Training Center).

We've already taken yet another critical step in identifying and eliminating skill gaps. Using MLM's competency gap analysis tools, employee training records can be measured against benchmark competency requirements for specific positions. This data indicates competency gaps in the workforce. The Facilities Management Program is the prototype for this approach to gap analysis.

The fusion of expertise from talented professionals, intelligent technology, partnerships and performance based management have become a business imperative. Continuous improvement and positive solutions in learning content management and accountability will increase accuracy and effectiveness in aligning training strategies with agency goals.

As you review this document, please remember regardless of title, position, salary or location, if your intent is to support the mission of the NPS, you share in our successes of today and our challenges of tomorrow.

Martha B. Aikens

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Visit us on the web at:

<http://www.nps.gov/training>

<http://mylearning.nps.gov>





Servicewide Training and Employee Development Program Highlights

The employees of the National Park Service care for the special places that are the heritage of America. This work requires a wide range of skills in a variety of disciplines.

Training and Employee Development activities are designed to help employees fulfill our mission through education, performance improvement and knowledge management.

Whether it is in traditional classrooms, self-paced computer programs, classes delivered by satellite television or blended models, we are committed to meeting the charge Director Horace M. Albright gave us in his farewell message in 1933,

"Do not let the service become just another Government bureau, keep it youthful, vigourous, clean and strong."

Fiscal Year 2005 Goals:

- Provide a proficient, well-trained park staff through education and training to meet current workforce needs and develop outstanding future leaders.
- Meet the anticipated management and leadership needs of the National Park Service.
- Recruit and prepare high-caliber individuals for a career in the National Park Service.

Facing Page:

NPS Employees discussing
resource stewardship
issues while training at
C&O Canal National
Historical Park.



Training Center Highlights



Historic Preservation Training Center

The Historic Preservation Training Center developed an ambitious set of organizational goals at the onset of Fiscal Year 2005. We are pleased to report that a year later the HPTC has surpassed or met all our 2005 goals. The Center's portfolio of completed preservation projects improved the condition of NPS and partner historic structures and protected three National Historic Landmark properties. We offered a comprehensive staff training program that developed and maintained the competencies of our workforce. Our Training Managers developed, delivered, and marketed a broad array of Servicewide career field training events. The HPTC initiated positive steps that improved our financial and managerial accountability. The Center was successful in dramatically reducing the lost time accident rate at our workplace and projects. Finally, this past year we succeeded in completing or made substantial progress on several major capital improvement projects at our Gambrill House headquarters structure and our shop facility at the Jenkins Cannery in downtown Frederick City.

The HPTC initiated \$5,319,591 in historic preservation projects and finished \$4,663,945.93 of the 2005 workload by completing 62 projects. HPTC preservation construction services reimbursements exceed our FY05 target by 16%. Our work at four completed partner projects directly supported the Director's Legacy Initiative objective of developing a seamless network of parks. HPTC partnerships with others in the preservation community have enabled local and state park stewards, professionals, and students to participate in the Center's projects and training workshops, the sum of all these developmental work experiences benefits the Service by the dispersion and sharing of the Center's technical knowledge base. HPTC staff and trainees alike are dedicated and diligent in maintaining a positive learning environment at all our project sites so that participants can acquire their own skills by taking them from others.

The fact that the HPTC reached new heights of accomplishment providing preservation services to our partners should not overshadow the Center's continuing success in delivering training that meets targets for closing compe-

tency gaps for NPS employees. The HPTC delivered most critical training that benefited employees in several career fields. Our Training Managers also made substantial contributions to the expansion and operation of the E-Gov NPS learning management system, My Learning Manager, and the NPS Technology Enhanced Learning program.

The HPTC Preservation And Skills Training (PAST) 2007 Class was recruited with thirty mentors and trainees are participating. The 2007 PAST Orientation Training was held March 7-18, 2005 at Southeast Kentucky Community Technical College in Middlesboro, KY. Clemson University began a Return-on-Investment survey of the ten years of PAST Program operation, with an expected release of the survey results in December 2006.

The HPTC partnership with California State Park's Mott Training Center continued to prosper in 2005. A record thirty-two NPS maintenance workers attended one of the Mott Center's excellent trades training workshops.

Facing Page:

Construction Trades
training at Middlesboro
Kentucky in May 2005.



Horace M. Albright Training Center

The Albright Training Center operated from temporary facilities for all of FY 2005 while the training center underwent a major renovation. Training center functions will return to the permanent facilities in February 2006.

By the end of the fiscal year, 1500 employees had completed NPS Fundamentals I and II, and 1000 had completed NPS Fundamentals V. In partnership with the Eppley Institute at Indiana University, Albright Training Center released Version 2 of NPS Fundamentals' three online courses, significantly reducing the number of hours required to acquire this learning. In 2005, Indiana University and Albright began issuing continuing education units (CEUs) to students who complete the NPS Fundamentals courses and wish to have the CEU credit. The NPS Fundamentals program was a runner-up for the W. Edwards Deming Outstanding Training Award presented by the USDA Graduate School to "an innovative and impressive employee development and training initiative that has made a difference in the achievement of [the organization's] mission."

Albright is the base for the newly developed Stewardship, Visitor and Resource Protection training team made up of the Servicewide Natural and Cultural Stewardship and Visitor and Resource Protection career fields. Albright, in partnership with Clemson University's Department of Parks, Recreation, and Tourism Management issued a report for the Natural Resources Stewardship career field entitled "Toward a workforce Succession Plan for Natural Resources Stewardship in the National Park Service: A Gap Analysis of Competencies Among Senior Natural Resource Program Managers." This report will provide outstanding direction for development of a comprehensive Servicewide training program that meets needs identified by the field.

The Resource Stewardship and Protection Curriculum was managed with funds from the Natural Resource Challenge this year. The purpose of this project is to develop and implement a long-term strategic approach to strengthen the knowledge and competencies of NPS employees by connecting them to the resource; and to build proactive capa-

bilities through interdisciplinary collaboration and partnering for resource protection. Through a partnership and cooperative agreement with Indiana University, a curriculum evaluation and design team meeting occurred in April 2005 and a course of study report was produced. This report is the basis for the Servicewide implementation strategy. A preliminary website was designed in conjunction with the CESU at Penn State University.



At Right:

Employees participating
in the NPS Fundamentals
Program



Capital Training Center

The Capital Training Center's theme during FY 2005 included the Secretary of the Interior's vision for effective Interior Program Management as the "4Cs"...conservation through communication, consultation, and cooperation. Training sessions and courses were developed and presented using in-house staff, contracted providers, and through partnerships with other organizations, to include the DOI University and the National Business Center. Additional resources were added to the Center's Career Resources Library to allow learners to access instructional materials as they are needed to support improved workplace performance.

Administration and Business Practices is a multidisciplinary career field, serving both non-clerical administrative personnel and office support positions in addition to fee collection, concession and the specialty fields located throughout the Service. A key addition to this career field's training offerings was the new Performance Management Course that reached over 1,200 NPS employees. Many non-NPS employees in the Department of the Interior also attended the course. A contract was let with Target Learn Corporation to provide safety, communications, diversity, and leadership training at each employee's desktop, allowing learners to access training as it is needed (vice when courses can be scheduled).

The Mid-Level Management Development Program, a newly designed leadership development program, replaced the Mid-Level Intake Program. This is a two-year, competency-based management development training opportunity, designed to enhance the competencies needed to become a more efficient and effective leader. This development program helps participants acquire strong organizational partnerships. The goal is to assess current skill and behavioral levels, and to build a stronger, more vibrant public service leadership community with high quality participants who, through the training and development experiences required in this program, will succeed to management positions and lead the efforts to achieve the mission and core values of the National Park Service.

The largest graduating class for a mid-level leadership development program occurred on April 25, 2005 when 72 NPS employees graduated from the Emerging Leaders Consortium after completing a one-year developmental program. The program required attendance at one residential program, while the majority of the curriculum was delivered through distance learning modes.

Starting in FY 2005, the Park Foundation began issuing Albright-Wirth Grant agreement contracts to the park or office manager of each recipient, along with operating guidelines developed by the Capital Training Center. The first online Grant application and review process was successfully launched. The program received a record-breaking 741 qualified applications. Applications were received from all career fields. Thirty-four participants in the grant program received grants totaling \$134,734.

The Entry-Level Intake Program completed three residential training events. Twenty-eight Trainees successfully completed all the requirements for the USDA Graduate School's New Leader program and were certified as graduates of the New Leader program in July 2005.





Stephen T. Mather Training Center

The training center staff (to include "tenant" program staff) worked with graduate students to research and document center operations and requirements. The team completed the center's business plan to illustrate its funding history, show the current state of center operations and funding, and to outline center priorities and future funding strategies. This business plan, one of the few completed within the NPS for a central office function, provides a strategy for the center's operations and funding for the next five to seven years.

The Technology Enhanced Learning (TEL) Program was successful in completing the design and installation of a rehearsal studio on the Stephen T. Mather Training Center campus. The addition of this facility allows TEL presenters/instructors to rehearse at the Mather Training Center, rather than at the broadcast facility at the US Fish and Wildlife Service's National Conservation Training Center (NCTC) in Shepherdstown, WV. Moving rehearsals to the Mather Training Center reduces scheduling conflicts at NCTC, and results in a significant cost savings to the NPS by avoiding rental fees previously paid for rehearsal time.

The Interpretive Development Program placed special emphasis on training for interpretive supervisors. A Seminar for Interpretive Leadership and two Interpretive Operations for Frontline Supervisors, all three residential courses, reached included 124 participants. The Interpretive Development Program also focused on training seasonal and volunteer interpreters. Satellite training programs coincided with park-based seasonal training events offered around the country. These programs reached more than 400 part-time interpretive practitioners with national training competencies. In an attempt to provide training and development to even more field interpreters, the Interpretive Development Program, in partnership with the Eppley Institute for Public Lands, also began a distance-learning project that will provide online courses in all ten benchmark interpretive competencies.

Center staff worked as members of the Department of the Interior Partnerships Training Team to begin developing strategies and products for implementing "4Cs" or "collaboration" training in all appropriate training conducted within the Department by the end of calendar year 2005. Team members reviewed all current servicewide training offered to determine if collaboration training was already incorporated, or needed to be added to the training curriculum. Significant work was completed on the first training product, a training video designed to raise employees' awareness of the benefits of collaboration using video case studies from successful partnerships (both internal and external).

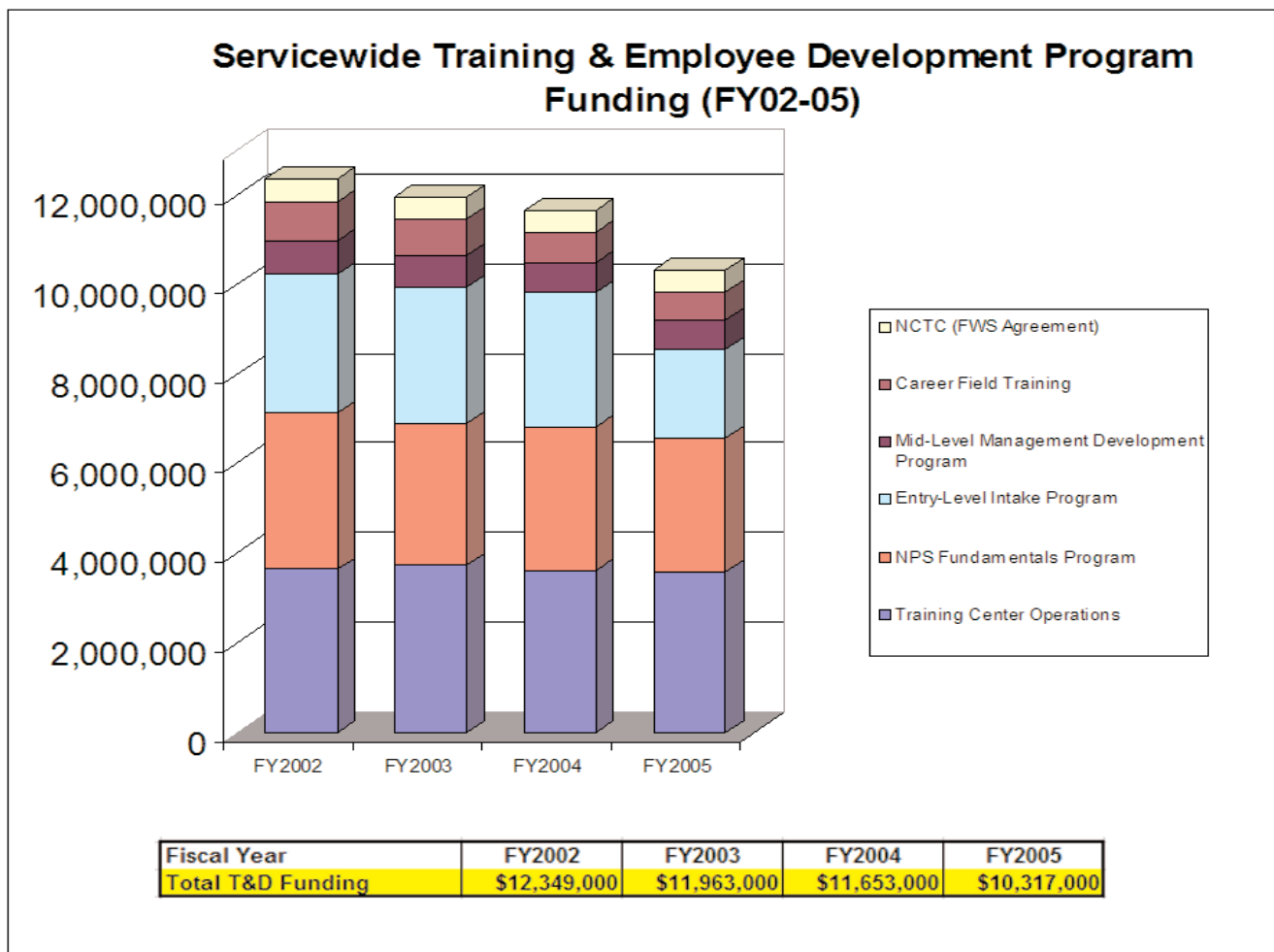


At Right:

The TEL broadcast control booth at the National Conservation Training Center (NCTC)

Servicewide Training Data

This chart reflects funding trends for the Servicewide Training & Employee Development Program during Fiscal Years 2002 through 2005. Funding for Servicewide Training and Employee Development has been reduced by more than 17% over the past four Fiscal Years.



NPS Career Field and Special Program Area Abbreviations

<i>Abbreviation</i>	<i>NPS Career Fields and Special Program Areas</i>
ADM	Administration and Business Practices
CON	Concessions Management
CRS	Cultural Resources Management
EDU	Education
FAM	Fire and Aviation Management
HPS	Historic Preservation Skills
INF	Information Management
INT	Interpretation
MNT	Maintenance
NRS	Natural Resources Stewardship
ODE	Organizational Development
PAR	Partnerships
PDC	Planning, Design, and Construction
REC	Recreation and Conservation Programs
RSK	Risk Management
SML	Supervision, Management, and Leadership
VRP-LAW	Visitor and Resource Protection - Law Enforcement
VRP-VUM	Visitor and Resource Protection - Visitor Use Management
ELI	Entry Level Intake Program
MLI	Mid-Level Management Development Program
UNC	Universal Competencies
TEL	Technology Enhanced Learning
NPS-NCTC	NPS-National Conservation Training Center (USFWS) Interagency Partnership

Upper: NPS Training Center Abbreviations

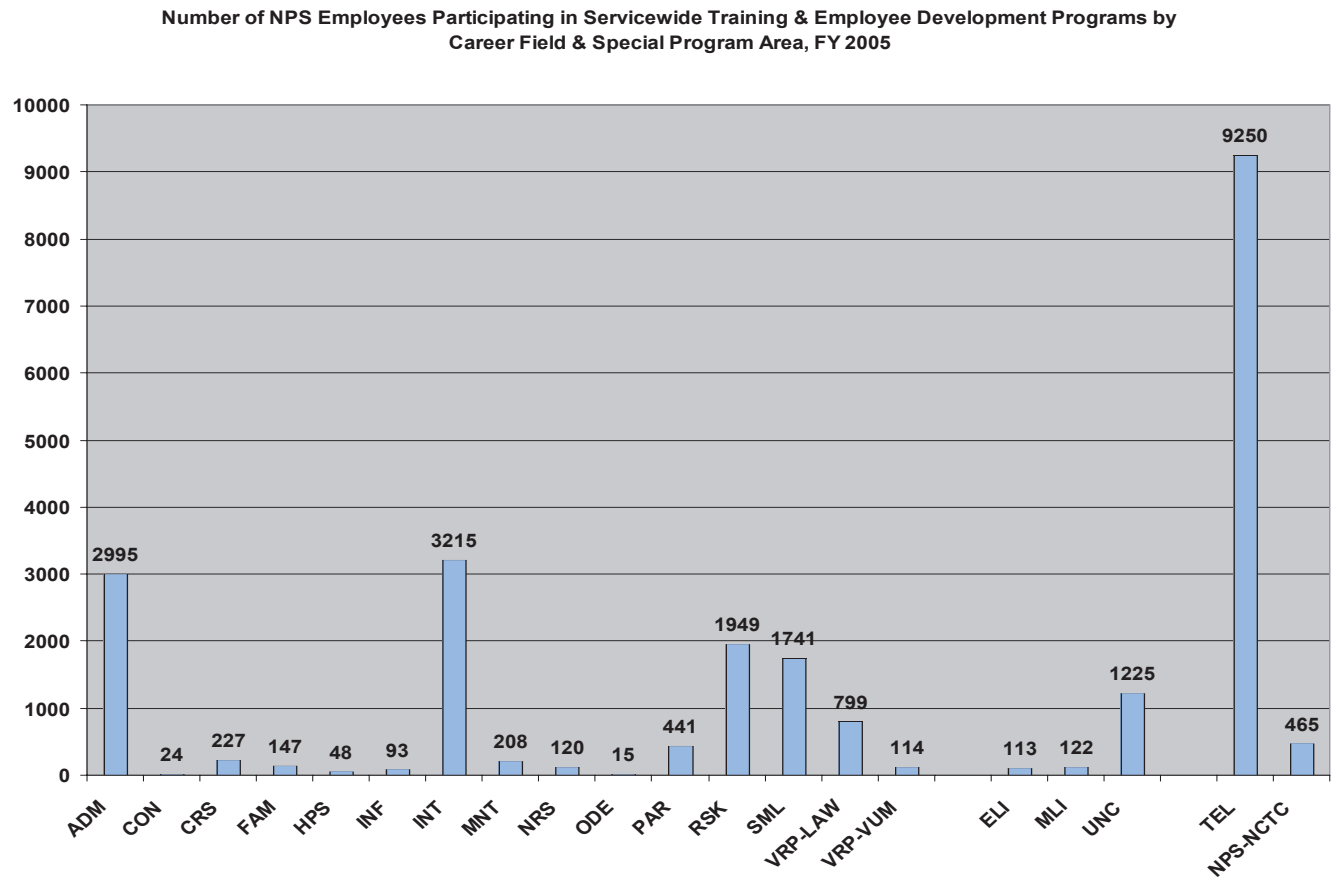
Lower: NPS Region and Service Center Abbreviations

<i>Abbreviation</i>	<i>NPS Training Centers</i>
CATC	Capital Training Center
HPTC	Historic Preservation Training Center
HOAL	Horace M Albright Training Center
FLETC	NPS-Federal Law Enforcement Training Centers
NIFC	National Interagency Fire Center
STMA	Stephen T Mather Training Center
NPS -NCTC	NPS-National Conservation Training Center (USFWS)

<i>Abbreviation</i>	<i>NPS Regions and Service Centers</i>
AR	Alaska Region
IMR	Intermountain Region
MWR	Midwest Region
NCR	National Capital Region
NER	Northeast Region
PWR	Pacific West Region
SER	Southeast Region
DSC	Denver Service Center
HFC	Harpers Ferry Center

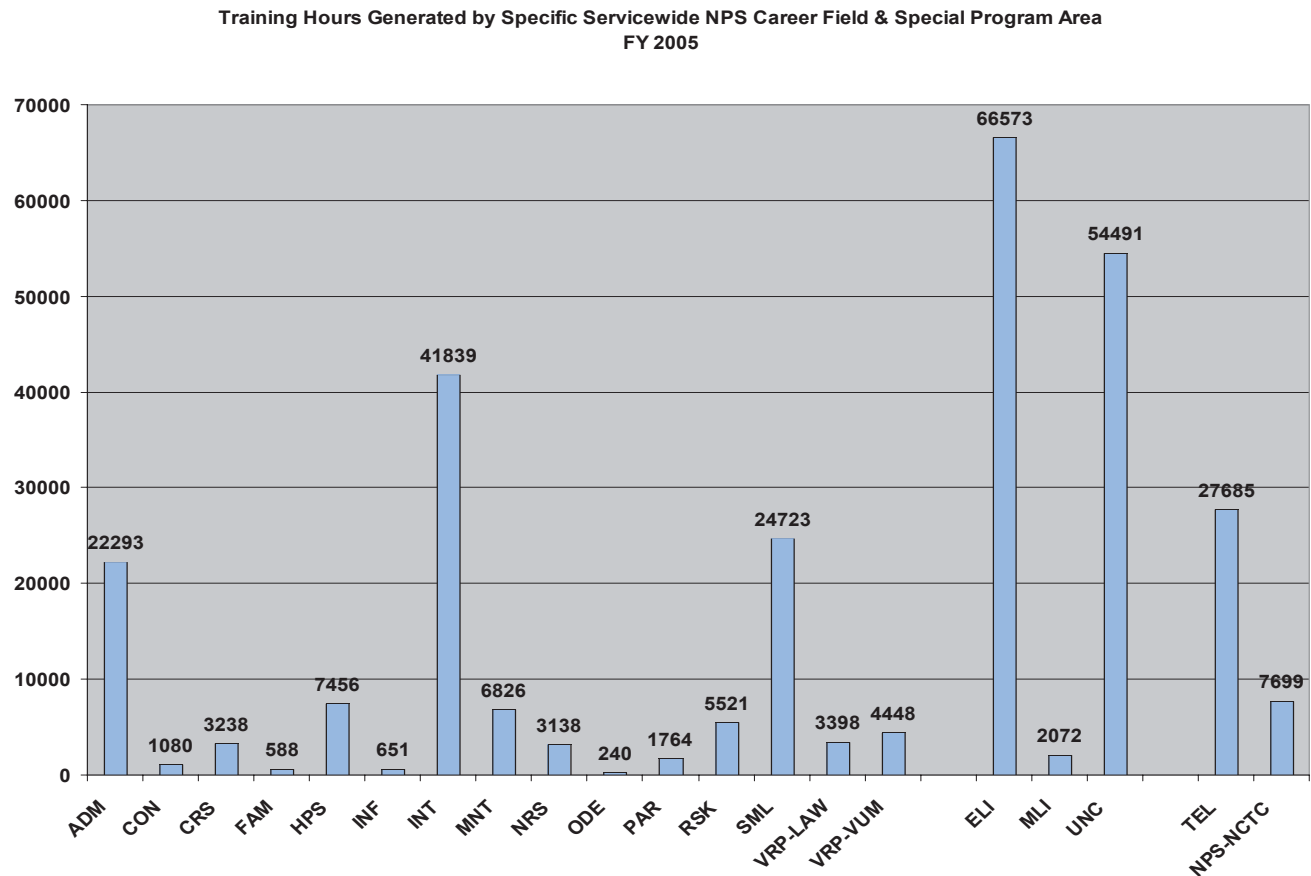
This chart reflects the number of NPS employees who participated in Servicewide Training & Employee Development learning events during Fiscal Year 2005.

(Employees participating in learning delivered through TEL and NPS-NCTC are counted under the appropriate career field or special program area; usage statistics for these two programs are shown separately to reflect the important role they play in delivering learning opportunities to our employees.)



This chart reflects the number of training hours (one hour of learning for one employee) NPS employees experienced in Servicewide Training & Employee Development learning events during Fiscal Year 2005.

(Employees participating in learning delivered through TEL and NPS-NCTC are counted under the appropriate career field or special program area; usage statistics for these two programs are shown separately to reflect the important role they play in delivering learning opportunities to our employees.)



Fiscal Year 2005 Training Data by Career Field and Special Program Area

This chart reflects the number of learning events, learners, and total training hours for each career field or special program area for Fiscal Year 2005.

Program totals at the bottom do not include TEL or NPS-NCTC data, as those are reflected in the career field or special program area numbers.

Career Field/Special Program Area	Career Field/Special Program Area Name	Events	Learners	Training Hours
ADM	Administration and Business Practices	34	2995	22293
CON	Concessions Management	1	24	1080
CRS	Cultural Resources Stewardship	5	227	3238
EDU	Education	0	0	0
FAM	Fire and Aviation Management	3	147	588
HPS	Historic Preservation Skills	8	48	7456
INF	Information Management	7	93	651
INT	Interpretation	160	3215	41839
MNT	Maintenance	20	208	6826
NRS	Natural Resources Stewardship	5	120	3138
ODE	Organizational Development	1	15	240
PAR	Partnerships	4	441	1764
PDC	Planning, Design, and Construction	0	0	0
REC	Recreation and Conservation Programs	0	0	0
RSK	Risk Management	30	1949	5521
SML	Supervision, Management, and Leadership	43	1741	24723
VRP-LAW	Visitor and Resource Protection - Law Enforcement	25	799	3398
VRP-VUM	Visitor and Resource Protection - Visitor Use Management	3	114	4448
ELI	Entry-Level Intake Program	4	113	66573
MLI	Mid-Level Management Development Program	6	122	2072
UNC	Universal Competencies	72	1225	54491
TEL	Technology Enhanced Learning	111	9250	27685
NPS-NCTC	National Park Service - NCTC	126	465	7699
Servicewide Training and Employee Development Program Totals		431	13596	250339
Note: Totals do not include TEL or NPS-NCTC data, as those are reflected in the categories above.				

Facing Page:

Equipment Operator
Safety Training at
Flagstaff Area
Monuments.



Servicewide Employee Training & Development Program

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